
ANNEX F: FACILITIES

Introduction

As the Army continues with the largest stationing action in modern history, we must ensure that Soldiers are provided with the facilities and infrastructure to support a technologically robust, expeditionary Army. As the demands of a transforming an Army at war compete for available resources, implementation plans must be synchronized and coordinated to avoid costly delays or arrival of equipment before they are ready to be housed, maintained, trained or sustained. The Office of the Assistant Chief of Staff for Installation Management (OACSIM) and its executing agents, the Installation Management Agency (IMA) and the U.S. Army Corps of Engineers (USACE), continue to refine and seek innovative solutions to ensure we properly identify and validate our installation requirements. We have embarked on several initiatives to meet warfighter needs and developing “flagship installations.” The objective is to enhance the ability to project power and sustain an expeditionary Army while supporting families in safe environments.

The installation management family remains committed to the three essential tasks developed last year, just as Army leadership remains committed to ensuring that the resources needed are identified and prioritized. We continue to refine our essential tasks of (1) developing strategies posturing installations as deployment platforms with robust, technology-rich reach capabilities; (2) adjusting installation support and resource priorities to meet the needs of a transforming Army at war; and (3) maintaining the support and well-being of all Soldiers and their families.

The Army has significantly changed the role of installations as it supports commanders, Soldiers, their families and our civilian employees. The integrated, collective capabilities and capacities of installations, including other Services within a given geographic region, will be linked and far exceed what any one installation can provide.

As the Army implements fundamental changes in force structure, spiral technology insertion, and business processes, our installations will adapt to changing needs and priorities. We are exploring methods that can be adopted for faster construction to reduce the impact on Soldier and unit readiness. We are also taking a longer view of future force requirements to further reduce the need for retrofit construction through flexibility and reconfigurability of facilities.

Modernized facilities of the future will also be digitally enabled, providing unprecedented connectivity. Training provided by these digital facilities support embedded and distributed training technologies, thereby reducing the cost of travel and lodging at schools. The same technologies support reach operations, thus reducing the deployed force footprint as well as mission planning and rehearsal. The latter provides the greatest survival opportunity for our Soldiers by minimizing tactical surprises or delays in engaging the enemy decisively through superior situational awareness.

At the same time, installations provide quality services to ensure the well-being of Soldiers and their families. Providing these services to both our active and reserve component families extends beyond traditional installation

boundaries or fences as we develop these in concert with surrounding communities.

Installation Strategy and Objective



All installations serve a vital role in maintaining and sustaining an expeditionary Army ready to meet the Army's mission across a broad spectrum of contingencies. However, not all installations are geographically or economically suited to meeting a broad range of capabilities, characteristics, or capacities on a single installation; nor should they. This is especially true given the magnitude of change the combined effects of modular force fielding, restationing our forward-deployed forces under our Global Posturing Initiative, and the results of Base Realignment and Closure. We continue to build on each installation's own unique strength, capability, or capacity to meet an operational or mission function, or its proximity to key or critical support nodes.

The Army intends to harness this individuality or diversity by aggressively implementing facility modernization through several Army initiatives like the Focused Facility Strategy and Residential Communities Initiative (RCI). Additionally, integrating installation services with the surrounding community develops an even stronger environment of civil-military community relations. The objective is to develop and transform into a system of installa-

tion capabilities and resources to support a CONUS-based projection of forces.

There are three major thrust areas to achieve these goals.

- OACSIM is a firm supporter of the emerging partnership between industry and USACE in order to improve our military construction (MILCON) response times as well as our facilities standardization and criteria development. Our installations must support a mix of current and future forces over the next few decades. The technological maturity of these units must support the extended battlespace between installations, from home station to foxhole. Minimizing the impact and distractions on Soldier and unit readiness associated with construction is an imperative. By decreasing the time it takes to build facilities, we reduce construction impacts. Should construction time lines be reduced to the period when Soldiers are on rotation, the impact becomes transparent to the Soldier and their unit.

Employing adaptive, modular, multipurpose facility designs further reduces the potential construction impact on Soldiers and their units. To the maximum extent feasible, these designs can adapt to change or support multiple functions with little to no modification. Multipurpose, adaptive facility and facility complex designs will provide support to consolidated functions such as maintenance, training, and logistics in a single complex. Single-purpose facility designs will be provided by exception as the Army migrates to the future force. Installations will no longer adopt the one-size-fits-all posture. The approach being used simultaneously incorporates life-cycle investments thereby minimizing the need for retrofit and provid-

ing the most functionality and operability possible.

CONUS-based installations will continue to support a mix of current and future forces for the next few decades. From a regional perspective, as more installations transition to totally future force unit stations with each technology insertion spiral, facility support requirements (say logistics or warehousing) or missions may be reallocated to other locations within a geographic region to reduce some of the facility maintenance and repair demands. At some installations, the combined use of regional assets and recovery of excess facilities can also reduce cramped conditions, thereby improving both the operational posture of the units stationed there and the quality of life or well-being of the Army family on post.



- OACSIM and IMA continue to refine policies, strategies, and priorities to implement aggressive transformation of installations while meeting the war on terrorism. The Army's Installation Information Infrastructure Architecture (I3A), will provide the seamless connectivity to the Global Information Grid that Army and Joint Force commanders must have to meet the full spectrum of operations. This common information architecture will also link all installations to each other. Commanders at home station and in the field will have access to joint, interagency, and multinational support infrastructures worldwide. Installations will enable mission accomplishment by simultaneously providing the means of reducing the in-theater footprint of deployed forces and enhancing the commander's tool kit by providing vital information hubs, deployment platforms, and sustainment bases.
- Training centers provide unique capabilities to conduct integrated live, virtual, and constructive (LVC) training for combined arms and collective training tasks. Simultaneously linking these capabilities to home station installations serves as a training multiplier that offers a larger training experience than any one installation can provide by itself. The introduction of Operational Readiness Training Complexes (ORTC) will connect the Reserve and Active Components at key locations, adding to the robust training environment of the future. Digitally enabled training facilities and equipment will provide the flexibility for Soldiers, units and command staffs to train from geographically separate locations in a synthetic environment, thereby optimizing training opportunities and increasing readiness.
- Through detailed and regular coordination with Army Staff proponents and major commands, OACSIM is synchronizing decisions and implementation milestones in a unified effort. Having the right installation infrastructure and facility mix at the right place and time is vital to continued Army readiness and modernization. Moreover, the Army requires modern, web-enabled capabilities to manage, as well as provide

support across, the doctrine, organization, training, materiel, leader development and education, personnel, and facilities (DOTMLPF) domains.



Hence, the Army installation transformation environment requires changes in business processes, policies, and installation management structure. The primary thrust for this is the development of policies and programmatic strategies that support validation and verification of facility and infrastructure requirements. Synchronizing the myriad of stationing and fielding time lines across all DOTMLPF domains is essential to minimize distractions on Soldiers and disruptions to families, and to implement an orderly transition to flagship installations.

Living and Working Environments

Achieving a balance between the dependence upon installations during reach operations and as hubs for accessing knowledge centers demands higher levels of security and protection. The threat environment (e.g., terrorism, biohazards, computer hacking) facing Soldiers, their families, Department of the Army civilians and contractors on an installation will require full-dimensional protection.



We are improving our access control points for all installations to aggressively meet the realities of today's anti-terrorism and force protection needs. Installations will explore concepts incorporating advanced technologies such as biometrics; smart cards; entity tracking; networked sensors; chemical, biological, radiological, nuclear and high-yield explosives (CBRNE); and weapons or munitions detection capabilities. These security capabilities will be linked to local, state and federal law enforcement activities, enhancing responsiveness and increasing survivability. Emerging and advanced technologies such as sensors and detectors will enhance the installation's security posture without resorting to an entrenchment environment. The security posture of installations is less intrusive as the aesthetics remain attractive while belying the actual protection level of the installation. When services are integrated within the surrounding community, security considerations may extend beyond the installation boundary to the extent feasible.

Significant attention has also been focused on Soldiers' barracks this past year. The latest barracks standard provides greater space and privacy along with telephone and cable-ready receptacles. The connectivity provided offers Soldiers an opportunity to continue their skills training or education at their own pace and intensity. New or renovated barracks also



contain higher-quality furniture, more washing machines and clothes dryers, and increased parking along with greater open space and outdoor recreational facilities.

Between FY94 and FY04, the Army invested more than \$6 billion in the Barracks Modernization Program. This investment has provided more than 100,000 modernized barracks spaces. Through the whole barracks renewal program and the barracks upgrade program, the Army awarded 21 projects valued at more than \$697 million. We are completing plans for additional barracks projects valued at approximately \$4 billion more by 2008.

Family housing areas are also undergoing major change. The Army's goal is to eliminate all inadequate military family housing using a combination of traditional military construction, basic allowance for housing increases and privatization.

The RCI is probably the most visible change on our installations. The RCI plan includes 45 installations (grouped into 35 projects), with 84,000 houses—more than 92 percent of the Army family housing inventory in the United States.

Twenty-one installations or more than 50,000 homes made the transition to privatized op-

erations. Projects for 10 more installations totaling 16,000 homes have been awarded for FY06. The Army will use \$572 million of appropriations and obtain \$7.7 billion of private capital to construct/renovate housing for these 31 installations. An additional 14 installations are either in solicitation or under development, involving close to 18,000 homes.

Installations and communities will become increasingly integrated and mutually supportive. Regional, city, and installation master planners will work together to leverage common infrastructure and services to create mutual benefits and decrease operating costs. Surrounding communities may provide medical, dependent education, recreational or emergency services to mitigate lack of on-post capabilities. Civilian and military communities may augment each other in mutual support agreements, thereby maximizing resource investments within a community or region. As these services are integrated within the surrounding community, security considerations may extend beyond the installation boundary.

Environmental strategies, land use and stewardship continue to be more fully integrated into mainstream installation management practices, business processes, and base support services both on post and in coordination with state and local governments. Common and mutually supportive goals in land use and environmental considerations become less divisive as perspectives and appreciation for the benefits of close community ties outweigh the occasional disadvantages of close proximity to military installations.

Installation Management

Three years into the inception as a field operating agency of the OACSIM, the IMA provides a corporate-focused structure for ef-

efficient and effective installation management worldwide. At the garrison level, IMA has implemented a standard garrison organization to ensure quality services and representation are provided at each installation. Management of programs to sustain quality installations, family support, and the well-being of the entire Army family provides the peace of mind for deployed Soldiers that their families are secure and cared for in their absence. The IMA relieves operational commanders from the time-consuming tasks of running an installation and managing the delicate balance of operational resources and training with infrastructure and facilities sustainment.

For Soldiers and their families, installations are configured to provide the same quality of life as is afforded the society they are pledged to defend. The past practice of accepting risk in infrastructure to maintain warfighting readiness has resulted in more than a decade of chronic underfunding. The Army's senior leadership approval and commitment to implement the "90/90" initiative will substantially increase sustainment and operations resources to levels that eliminate the need to mortgage the future and take significant risk in our facilities and infrastructure. It has taken several decades to get where we are, and we will not overcome overnight the impact of shortfalls over the years. However, the recognition of need and implementation of "90/90" assures Soldiers, their families, and our civilian work force that we can and will improve the living and working environments on our installations.

The Army continues to make progress in rectifying shortfalls and inadequacies and

applying more effective business practices and levels of support, largely the result of consolidating installation management under a central organization. We will build upon our successes and identify refinements for those that may still achieve more productivity. Over the past few years, the administration and Congress have consistently supported these efforts, and there is no indication that will change.

Conclusion

The role of Army installations in sustaining a premier, expeditionary Army continues, as does the definition of flagship installations. While Army modernization evolves as technology is placed into the hands of Soldiers, so will installations. The installation management community is committed to providing effective facilities for training, mobilizing and deploying the force; sustaining and reconstituting the force; and taking care of our families.

We will meet the criticality of need and duration of support necessary to ensure deployed forces are fully supported across the Army mission spectrum. Through the use of multi-purpose, adaptive facility standards with appropriate levels of connectivity and flexibility to accommodate technology insertion, we will provide the robust platforms needed to meet global commitments.

Installations exist to support the warfighters and their continued well-being. The installation management community remains dedicated to meeting the challenge of providing quality, mission-ready installations.